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22 JAN 1968

a.d.m. 2-6

**MEMORANDUM FOR: Deputy Director for Science and Technology's
Representative Committee on Professional
Manpower**

**SUBJECT : Director of Central Intelligence's Committee
on Professional Manpower**

1. The purpose of this memorandum is to answer the questions posed by the DD/S&T Representative to the Committee on Professional Manpower in his memorandum to the Director of Special Projects dated 10 January 1968.

2. As its principal method of arriving at specific qualifications required for personnel to be recruited for the Office of Special Projects, the immediate supervisor and the Division or Program Director concerned jointly agree on the inputs for each position. These specific qualifications are in turn reviewed by either my Deputy or me. Following this, the Personnel Requisition form listing the qualifications needed to fill any professional vacancy is then completed and forwarded to the Office of Personnel. It is felt that this approach serves the dual purpose of permitting analysis of the qualifications required for each position as well as alerting the OSP Personnel Officer and the Recruitment Division of the Office of Personnel of our needs.

3. As one of the relatively new offices mentioned in question 2, OSP naturally has less experience regarding hiring standards than do some of the other offices within DD/S&T. It is possible, however, to note an upward trend in hiring standards even during our short life-span. This trend probably can be attributed to the fact that this Office now has fewer positions to fill and supervisors can be much more selective in setting their standards in an attempt to hire persons with broad backgrounds which can be utilized in many different areas.

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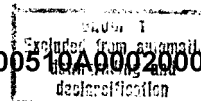
SUBJECT: Director of Central Intelligence, Committee on Professional Manpower

4. OSP has been able to attract applicants that fit our requirements chiefly because of the challenge involved. In many cases personnel hired have taken a salary cut for job satisfaction alone. It should be noted, however, that some of our professionals do not plan to make this Agency a career, but are here for the experience to be gained. Presumably, after two to five years, some may go back to the academic or private industry environs.

5. We believe our standards are high and in the case of senior scientists, we have found the Agency is limited in its hiring capability since it is difficult if not impossible to compete with private industry because of the pay scale involved. We have lost some excellent candidates because they could neither afford to take a cut in salary, nor lose fringe benefits such as deferred income. However, without jeopardizing our standards we have been able to attract senior scientists through personal recruiting and as stated above, by using the job challenge in coming with us. Insofar as junior engineers and scientists are concerned, the Agency hiring capability is excellent, and we have not had to lower standards to bring them aboard.

6. The progress of each "R" Careerist is reviewed by the OSP Career Panel at least twice annually in general, as well as for a promotion or reassignment. The Panel, in turn, makes recommendations to the Director of Special Projects. Additionally, the Director and the Personnel Officer have periodic follow-up interviews with each professional employee to determine his suitability for his job and to draw from the employee any aspirations he may have. It is felt that the above-mentioned methods, coupled with the fact that my Deputy and I review all fitness reports, are sufficient to identify all "comers" within the Office. In the future, more use will be made of the Agency Mid-Career Course as well as other training when a "comer" is identified in OSP.

7. The Director of Special Projects, the Deputy Director, as well as the OSP Career Panel all believe that this Office has more than adequate leadership potential among its junior professionals and indeed, some have already taken jobs as Section Chiefs or Deputy Chiefs.



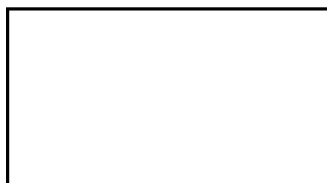
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SUBJECT: Director of Central Intelligence's Committee on Professional Manpower

8. OSP has not experienced any problems in competing with Universities and other Government Agencies for scientists or engineers. The close location of the Agency to several excellent universities, the job content and salary, gives us a decided edge in recruiting this type of individual. However, in competing with private industry for senior scientists and engineers, we have experienced difficulties as noted above and we have relied heavily on our own scientists to recruit their former colleagues. Many times we have found that a scientist or engineer will leave private industry because of a desire to be associated with professionals already on board with the Agency. Insofar as the more junior professional is concerned, the present method of recruiting through Agency recruiters, professionals and "walk-ins" is more than satisfactory.

9. The Employee Rating and Biographic Forms requested by the memorandum are attached. Meaningful evaluation of four individuals listed below is difficult because they work in a joint DOD/CIA facility under military supervision not necessarily familiar with our rating techniques. Therefore, the rating sheets for the four below named persons have been omitted from the attachment.

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10. I will be very interested in the analysis and recommendations developed by the Committee. If I may provide any further assistance in your effort, please do not hesitate to call on me.

/s/ John N. McMahon
for JOHN J. CROWLEY
Director of Special Projects

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